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CIA CAREER COUNCIL

3rd Meeting

Thursday, 7 October 1954

4:00 p.m.

DCI Conference Room

Administration Building

copy #3 destroyed except as follows:

p. 6-14 Reassignment Board to PAS for files.

p. 16-19 DD/P Career Board structure to PAS for files.

p. 19-24 Applications of Women to PAS for files.

all personnel references removed out.

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CIA CAREER COUNCIL

3rd Meeting

Thursday, 7 October 1954

4:00 p.m.

DCI Conference Room

Present

Harrison G. Reynolds
AD/P, Chairman

Matthew Baird
DTR, Member

[REDACTED] 25X1A
COPS-DD/P
Alternate for DD/P, Member

Lyman B. Kirkpatrick
IG, Member

[REDACTED] 25X1A
AD/C, Member

[REDACTED] 25X1A
SA/DD/I
Alternate for DD/I, Member

Lawrence K. White
DD/A, Member

[REDACTED] 25X1A
Executive Secretary

[REDACTED] 25X1A
Office of Personnel

[REDACTED] 25X1A
Reporter

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. . . The 3rd Meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 7 October 1954, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding . . .

MR. REYNOLDS: Will the meeting please come to order? You have read the minutes, I presume, of the meeting a week ago? I might comment that the Executive Secretary stated they were the hardest minutes to write up of any meeting he's ever attended of this august body.

MR. BAIRD: He always says that. (Laughter)

MR. REYNOLDS: If there are no comments or corrections, they stand approved.

Item 2, the Executive Inventories, will be presented by Mr. Kirkpatrick.

MR. KIRKPATRICK: I want to raise this subject at the present time because I think the Council ought to decide, at a fairly early date: (a) whether the present Executive Inventory should be kept up-to-date and kept current; (b) where it should be kept and who should keep it current; and (c) as to whether it should be followed up by a Senior Inventory, and then possibly a Junior Executive Inventory.

. . . [REDACTED] was called from the Meeting . . .

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MR. KIRKPATRICK (Continuing): The present status of the Executive Inventory is that it reposes in Mr. Dulles' personal safe behind his desk. It was presented to him and General Cabell with the suggestion and the hope that they make use of it. They have made use of it, and Colonel White has made use of it, and others. It hasn't always supplied the answer that was being looked for. Mr. Dulles has made one or two comments about it. He was quite impressed with the degree of information we had on each individual, which, I might add, was assembled the hard way because there was no one place where we could get it all and we had to actually go to the individuals themselves to fill it out.

Now, as a matter of background, there are approximately 140-odd names in the Executive Inventory. You will recall they were nominated by the incumbents of some 70 positions which were designated by this body as being the positions in which the Director would personally have an interest in either naming the incumbent or approving of the naming of the incumbent. The Inventory took approximately 8 months full time for one GS-7, who was very well qualified,

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I might add, and exceptionally able, to put together. It was hard work and painstaking work, and I think it has been very well done. You will also recall that the reason for doing it in my Office was, specifically, to keep the knowledge of who is in the Executive Inventory to the absolute minimum, which I think has been successfully accomplished. The heads of the three independent offices and the three deputies are actually the only ones who know who are in there from their areas, and even they aren't too awares as to who is in from other areas, although any one of those have a perfect right to look at the Inventory.

It is my recommendation that we not take immediate action on it until the Director and General Cabell have had a little more opportunity to see whether it is going to be of use, and until we find out whether it ever comes out of that safe or not. If by the end of this year - that is another 3 months - we find that they do feel it is of value, then I think that this particular Executive Inventory should be brought up-to-date, that there should either be a resolicitation, which I am not too much in favor of, or that this body itself - each individual canvassing his own components - should come up with names to go into the Inventory. It should be brought up-to-date in that fashion. There will obviously be items on some of the names in it which should be changed because assignments have changed in some cases, and some have left the Agency, actually.

Secondly, I would recommend that the responsibility for maintaining the Inventory be transferred to the Assistant Director for Personnel and done in his immediate Office, or at least in an area where there will be no general knowledge throughout the Personnel Office of who is in or NOT in the Executive Inventory, which I think is equally important. If there are any discussions on who is in the Inventory we might as well burn it up.

Then, presuming that the first two points are valid, the third point I would recommend is that we then give consideration, based on the workload, particularly, in the Personnel Office, to the development of - this is called an "Executive Inventory" so I would name the next one a "Senior Inventory", in which we would then attempt to assemble the names of those individuals qualified for jobs of Division Chief on up. The one we have now is actually for Assistant Directors on up. That would take us down to the next echelon. I would presume we would probably have three or four hundred names. That is a project which, to my mind, based on my experience with this first one, would

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take at least a year, with a staff working on it, to do it properly. Assuming that is a success, then I think we are at the stage to go on with a Junior Executive Inventory, which will be partly already done by our junior selection process at that time.

So that is the present status and those are the four recommendations that I make to the Board now. To reiterate: (1) we give the Director another three months to see whether he finds this mechanism of use to him. I will, together with Colonel White's assistance, provide the appropriate needles at the morning Staff meetings when they start discussing "Who's Who" for jobs, recommend the Director get out the book and start thumbing through the pages. As a matter of fact, in looking at it he said, "Why some of these people I don't even know." Then, at the end of that three-month period decide on the following steps.

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[REDACTED] Any comment from the Council on the Inspector General's remarks?

25X1A

MR. [REDACTED] On the Junior Inventory, Kirk, where would you see that being used in a central form? Wouldn't those people actually be considered by individual offices? Aren't the decisions on those people made by the AD's or even less?

MR. KIRKPATRICK: Well, the idea of any of these inventories, to my mind, is to get it out of the individual offices and on Agency-wide consideration. That is particularly true of the senior ones, when somebody is casting about for a bright young man to move into a hot spot like Indo-China, that it isn't just the DD/P people that are looked at but that by having these inventories available the people who are giving the consideration will say, "Look, here's a fellow over in OCI who speaks French and has had Far Eastern experience. He's just the type we need" - presuming he had a great deal of operational background.

MR. BAIRD: To speak to Von's point, I think it's also to keep the very able young fellow you are hoping to bring along from being wasted on an assignment not commensurate with his ability, which the Branch Chief sometimes will do just because he IS good. And if the AD/Personnel sits on that Junior Executive Inventory and finds an assignment which is way out of line with the man's potential, he can raise the question with the Division Chief or Branch Chief concerned.

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MR. [REDACTED] Maybe the Junior Executive Inventory could become a working tool, or a by-product of the Committee for Career Development.

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MR. KIRKPATRICK: There is one thing, to be perfectly frank and blunt about it, we are not going to have "One Agency" until these assignments are not made anymore unilaterally and then announced after the decisions are made. There has to be an education in this at the very top level - speaking of the people in this building, particularly - to taking a broad look, because the way most of them are made now the announcements are made after a particular Deputy has consulted with the Director and gotten his approval. That is one way to run a railroad but I think there's a better way.

MR. REYNOLDS: Any further comments? If not, are you ready for the question? Those in favor of Mr. Kirkpatrick's proposal please signify by saying "aye". Contrary minded? Motion carried.

MR. BAIRD: I'd also like to add - I forget because I destroyed all the papers in connection with it - but if they are going to be resurveyed we should know whom we have already nominated.

MR. KIRKPATRICK: Just to expand on that for a few minutes, Matt - the last time, you remember, we got the 70 people together and we had two meetings in here, and we explained to them how we were going to do it. I think there's a simpler way. It would seem to me that if this Career Council is going to function, that is one of its jobs, as to who should go in there. A lot of people qualify now, who I think ought to be in there who aren't in there.

25X1A MR. [REDACTED] We already have one underway that goes down into Division Chiefs, which we are moving right into Bob's office.

25X1A MR. [REDACTED] The same kind of inventory?

25X1A MR. [REDACTED] Not quite as complete. I haven't seen the other one, of course. But I am trying to get this pretty complete. It's a card file on each individual.

MR. REYNOLDS: Well, in connection with an immediate use of this Inventory, some of the offices, in order to complete our own Career Service material, have said, "Can't you use the Executive Inventory?" So I think that the authority should be given for Rud to take those names out that he hasn't already got, to complete our own briefing. We don't need all the material, anyway, but enough of the pertinent stuff so you may have access to it in your own office, if possible, or in an office here, to secure those names not already listed.

25X1A MR. [REDACTED] This is in connection with the applications for the Career Staff, to select the material which has already been screened and done

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25X1A by Miss [REDACTED] to use that material rather than having to ask her - she is now on my Staff - to do the same work over again.

25X1A9a MR. WHITE: Are you going to do that for all the [REDACTED] people? 25X9A2

MR. [REDACTED] A one-page brief on each person, and that will be in his file, and therefore this job won't have to be done again because it will have been done finally and authoritatively.

MR. KIRKPATRICK: Well, the best example that came out of this Inventory was exactly how little we know about our people based on our official files, because there are darned few of them who, when they looked at their own Executive Inventory, didn't say, "Well, this is crazy." The jobs were not properly called and personnel actions were miscalled in certain instances. We couldn't reconstruct a person's career on the basis of his personnel folder.

25X1A9a MR. [REDACTED] and I have already talked about material which he is sending forward with his applications which will perhaps 80% fulfill the need of the standard brief.

25X1A9a MR. WHITE: You have a tremendous job cut out for yourselves.

MR. [REDACTED] I don't see how you can expect an Examining Panel of three people to sit down and shoot in the dark. If you are going to ask them to shoot in the dark you might as well not ask them to do it at all. 25X9A2

MR. WHITE: I would think from that [REDACTED] - that what you are looking for is anything derogatory in the file, and that you could screen them with that in mind and save yourself a tremendous amount of work, because you will find derogatory information in relatively few files; whereas if you take the trouble to prepare a brief on every individual of that [REDACTED] you are going to have a tremendous job.

25X1A9a MR. [REDACTED] We can handle 100 a week. 25X9A2

MR. WHITE: It's your problem - not mine.

MR. REYNOLDS: I think when we are all through we will really have something of value to the Agency from now on out.

25X1A9a MR. [REDACTED] This brief you might call a skeletonized Executive Inventory which will be in the file of every member of the Career Service and will be dated, so when you handle that man's file you can rely on everything prior to that date, and you don't have to paw through the files and look for these facts, which will be summarized and organized on this one-page brief.

. . . Mr. [REDACTED] rejoined the Meeting . . .

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MR. [REDACTED] (Continuing): That will be available to the Panel of Examiners as a matter of routine so they know who they are talking about and considering for selection.

MR. REYNOLDS: While you were out, Dick, we passed a motion following the recommendation of Kirk's on the Executive Inventories. Briefly, that Inventory will be maintained until the end of the year in the Director's Office and then certain decisions will be made when we have found out how much he used it, and certain other items which will appear in the minutes.

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MR. [REDACTED] Fine.

MR. REYNOLDS: Are we ready for Item 3? This is on "Agency-wide Re-assignment Activity." The proposal: Revised Agency Notice on Reassignment Board to include provision for training for reassignment previously discussed by the CIA Career Service Board. Background: Copy of Notice included in the agenda. This is a proposal prepared in the Office of Personnel. The Notice has not been coordinated outside of OP in its present form. It contains the provisions of the existing Notice on the Reassignment Board plus the training provision. AD/P Position: This is an AD/P recommendation as it stands. Subsequent Office of Personnel Action if Council Approves: Immediate action is publication for which Regulations Control Staff is responsible. Implementation is Personnel Utilization Division responsibility.

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MR. [REDACTED] This is the result of action directed by the Career Service Board to join the proposal for retraining for reassignment with the Reassignment Board notice - which was taken in June, I believe.

MR. REYNOLDS: And that paragraph is on page 3.

MR. BAIRD: The only thing, I am not quite clear as to where the man is on the T/O during this period, which may be a long one. You know there are 90 days initially in which he stays on his own T/O, but how long does this man who has been declared surplus to the one organization remain on the T/O of that organization?

MR. REYNOLDS: I think that is a problem that the members of this Council here present should give us an opinion on. That is, I am not entirely sure myself just what we should do.

MR. BAIRD: How long a period, Harry, do you - you have stated one 90-day period during which someone other than the Office Concerned is the sponsoring office. In other words, I think your Office looks for an assignment before he is brought up before the Reassignment Board. That is a 90-day

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period. Then there is a period, supposedly, when he is to be given some formal
✓ training for the assignment which the Committee feels is the best one for him
on a trial basis. Then he goes into a trial period, I suppose, after he has
been given the training.

MR. REYNOLDS: I think he should be put on the T/O of the Office to
which he is assigned, for a period of 90 days to see if he performs creditably.

25X1A9a MR. [REDACTED] After his training he is on a sort of a probational
assignment with that office.

MR. REYNOLDS: A 90-day probational period on the T/O of the office
to which assigned, - carried on the T/O of the office that he came from, in-
cluding that period of training.

MR. KIRKPATRICK: How much does that amount to from the time the man
is declared surplus?

25X1A9a MR. [REDACTED] It might be a year.

MR. REYNOLDS: 180 days.

MR. BAIRD: That works a hardship, Harry, because if the sponsoring
office has declared him surplus and has to continue to carry him while he's
being prepared for another office, they can't recruit against these vacancies
for somebody to go into his slot.

MR. REYNOLDS: That is true. What would be your feeling on that,
Red?

MR. BAIRD: May I suggest - this is merely a suggestion because I
don't know how you use the slots, but what are the Interim Assignment slots used
for, other than clerical personnel on provisional clearance?

MR. REYNOLDS: There are only six or seven of them and they are
clerical. Two are in the National Security Council; there are two extras now
over in Logistics doing a special job; one is reserved for us as a special
messenger, which we need very badly and which the DD/A agrees to; and one is
Mrs. [REDACTED] who works for us.

25X1A9a MR. WHITE: We shouldn't use those interim assignment slots for the
other, I don't believe. We try to keep that pure, because we can defend it,
really, only because of the clerical shortage and the fact that if we don't have
something like that to put people into, that we can't compete with other people.
We always have to defend it with the Budget and sometimes on the Hill. We
ought to keep it as pure as we can.

MR. BAIRD: It's name was the one that intrigued me, because that is

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what these other people are.

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MR. [REDACTED] That is right. However, the name derives from the fact that they are clerical personnel whose security clearance is not complete, and therefore they can't be assigned. Primarily, that is the function of that clerical pool. A person has to be carried on a slot somewhere.

MR. WHITE: Although this Regulation as written is very clear that it is designed to take care of people who are otherwise satisfactory, I'd be frank to say that I fear if some office - NOT a pool - is not made to bear the burden, either the office from which the person is going or the office to which he is going, that there is going to be a tendency to put people into this who are really not entirely satisfactory, and that, to be quite honest, anytime you set up a pool like that to take the heat off of somebody so that the person doesn't have to carry the burden, you run that risk.

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[REDACTED] I think that it's best for the office that is trying to get rid of him to carry him because then they will probably be more energetic about either eliminating him under the other Regulation or--

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MR. [REDACTED] Or rehabilitating him.

MR. BAIRD: That is fine, General, until they lose him.

25X1A9a

MR. WHITE: Well, I would almost be willing to go this far, to follow

[REDACTED] recommendation up - and there aren't going to be too many of these cases - to go so far as to say if it is necessary that office may exceed that ceiling by that one man - I would be willing to go that far because they still have that man and they still have the worry about whether he is satisfactory or not, and get him placed. I wouldn't hesitate to go that far, which I would think meets your proposition.

MR. BAIRD: May I give you an example of this, Harry, because I think this shows how it is working now. We have a few cases. There is a man called [REDACTED] that I was approached about, several months before he became a reassignment case, and, incidentally, he had been a DD/I man at one time as well as a DD/P man. But the Office of Training was asked whether we would try him. We said, "Sure, we'll try him as long as he is on your T/O. We will put him through some training courses and see how he conducts himself as an instructor, and if he works out we will be glad to take him, but if he doesn't work out we don't want him." The FE Division said, "Sure, that's fair enough." But in the meantime he had become a reassignment case. In other words, he had been declared surplus to his Division and when he came up before the

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Reassignment Board the Board looked at his file and found that sometime 15 years ago he had been a college professor, so they said - over [REDACTED] dead body - "Why this is an obvious guy for training." But we had already tried him and told the DD/P we didn't want him, and when I say the DD/P I mean the large, generic term, but in spite of that he was assigned to us. Now he was assigned to our T/O even though we had tried him out - so we are continuing the period of trial. He is on our T/O while we are trying him out, not the DD/P's T/O. I don't think that is fair either, because they have already declared him surplus, which means that within a certain period there isn't an assignment for him in DD/P, and that when the Reassignment Board said, "This is a Training man" - that he should have gone on the T/O of Training. I think it is unfair for him to be on the T/O of the Office of Training because that is the Office that is making the decision.

MR. KIRKPATRICK: Well, there are more illustrations of people who are really marginal or just plain incompetent, as to how they have been handled around the Agency than there are options of a split T-formation, and it seems to me that the basic factor we have to face is that, generally speaking, when an employee is unsatisfactory to one component of this Agency, the odds on his succeeding in another component are not too great. Therefore, the major effort is to give the individual an opportunity to try himself out in a different milieu, and if he doesn't succeed in a given period of time then he has to leave the Agency. We just can't keep on dragging on these individuals year after year after year on the taxpayers' money when they are simply a drain on the system and they drag down the morale of the good employees by allowing them to float around the

25X1A9a Agency. And [REDACTED] for example, I think is a 13 or something like that.

MR. BAIRD: A 14.

MR. KIRKPATRICK: There you have it. He got up to the exalted rank

[REDACTED]

Consequently, I think this should be so phrased as to put the burden on the office which has tolerated the individual the longest period of time, and make them hold that employee's slot and not make it easy for them, because it's going to accelerate their desire to get a competent organization going if they have to hold these people while they're being reassigned and see whether they work out.

Now, the only objection I have to this basic Regulation is based on

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the fact that by the time the office gets up their courage to indicate that a person is surplus, it's probably about one year after they came to the conclusion that he wasn't worth a darn. That is giving them the benefit of a couple years of doubt, I think. Consequently, I don't think we want to let the whole process drag on too much longer after that. I think we want to do it just as fast as administratively we can do it. We have 90 days here while the chief of the organization tries to relocate him himself. Then we have whatever training he is going to get which is, say, 90 days, at a minimum. Then we have a new job opportunity to give him. Then he has to have 90 days before being declared incompetent.

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[REDACTED] I don't see the necessity for the first 90 days.

MR. [REDACTED] This 90 days is the time that the Placement Office will work on the case after the individual has been declared surplus.

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[REDACTED] However, that operation should have been done in the first place by the component working with Placement.

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MR. [REDACTED] That first 90 days, I think, is extra time. I don't know just how to express it--

MR. KIRKPATRICK: It's still one year no matter how you cut it.

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MR. [REDACTED] Unless you cut this 90 days out.

25X1A9a

MR. [REDACTED] From my experience with these cases, if you don't have some sort of a cut-off date you are apt to drag it on and on in the hopes that always around the corner there is a job for the fellow, and everybody is feeling kind-hearted so you just keep on trying - when this will stop that and start to make the machinery turn to come to a decision.

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[REDACTED] I guess it's six of one and half a dozen of another. The component should have been working with the Placement Division before declaring the surplus.

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MR. [REDACTED] In most cases they do.

MR. REYNOLDS: The proposal Kirk has made is that the office that has had the man hold him until an eventual assignment shows that he should be reassigned there.

MR. KIRKPATRICK: Can't we cut this period down? If he is declared surplus in one office isn't that a sufficient indication to the employee that he goes into a probationary period?

MR. REYNOLDS: Of 90 days?

MR. KIRKPATRICK: Of 90 days. But this is to provide for training,

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too, so we give six months. In other words, not include the training in the probationary period, but 90 days after the date he goes into his new job if he isn't satisfactory he is out.

MR. BAIRD: I think that is a long period, because you take anybody from the DD/P who has had normal DD/P training and we're going to try him in the DD/I - there isn't much training we can give in the DD/I. So he ought to almost be put on the job.

MR. KIRKPATRICK: That is perfectly agreeable. This Regulation, as I understand it, is trying to combine the two aspects, one where you train and the other where you don't.

MR. REYNOLDS: 90 days after he has completed such training as is directed by the Board, and if at the end of that time he has not proved satisfactory the Employment Review Board disposes of it.

MR. BAIRD: The burden of the proof in disposing of him then rests with the office having him foisted upon them.

MR. REYNOLDS: The 90 days on the reassignment is a sufficient trial period. 90 days is the magic number of days because that is what the Civil Service Commission sets as the period in which a man has to show his stuff.

MR. BAIRD: This is an unpleasant personnel-handling matter. I wish there was some way the Personnel Office could take the responsibility for doing it.

25X1A9a

[REDACTED]: If this is truly a man who is surplus but not otherwise unsatisfactory.

MR. [REDACTED]: I thought that is what this was supposed to cover.

MR. REYNOLDS: That is what it says but it never is that.

25X1A9a

[REDACTED] My representative at this Reassignment Board, I think said they sent all six cases back to the component and said, "You clean him up. This is not a surplus case, this is a case of mediocrity."

MR. REYNOLDS: There was another element in it, that the cases were so badly prepared by the offices that put them through, and there was a great deal of information in there which indicated the employee was satisfactory - good PER's, had been promoted in grade, etc.

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[REDACTED] That is why I think the office that has not taken proper action to eliminate him should hold him on their T/O until the last minute.

MR. WHITE: From my own experience with the Reassignment Board I don't

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think I'll need this Regulation. They all came back. [Laughter]

25X1A9a MR. [REDACTED] It's not clear where this first 90-day period starts.

25X1A9a You know what 90 days it is but you don't know where it starts.

25X1A9a [REDACTED] From the time he is declared surplus.

MR. [REDACTED] That is not what it says. I think that ought to be cleaned up.

MR. REYNOLDS: We should amend it by saying, "90 days after he is declared surplus."

25X1A9a MR. [REDACTED] And eliminate this 90-day period here?

MR. REYNOLDS: And then he has 90 days on a new assignment after training--

25X1A9a [REDACTED] With or without training.

MR. REYNOLDS: Except I don't think we could give him a proper assessment. Could we make it 90 days after he starts training?

25X1A9a [REDACTED] Colonel Baird says there are certain instances where there's no training you can give them.

25X1A9a MR. [REDACTED] In that case it ought to be 90 days on trial, and no more than 90 days training, which would make it a maximum of 180 days from the time he is declared surplus. Is that fair?

MR. KIRKPATRICK: How do you figure it? 90 days for Placement to try to locate him--

25X1A9a MR. [REDACTED]: I think that could be eliminated.

25X1A9a MR. [REDACTED] You have to have some cut-off date when Personnel stops and says, "This is now a reassignment case", and then the Reassignment Board can come to a decision that he get training or not get training but go to a particular assignment, and then you could put a time limit on this assignment when it is reviewed to see--

25X1A9a MR. [REDACTED] I agree with [REDACTED] this 90-day period 25X1A9a ought to be going on concurrently.

MR. KIRKPATRICK: Your Regulation should read that it starts after the office has exhausted the possibilities, with the Personnel Office, in locating the man.

25X1A9a MR. REYNOLDS: Then he has training and then 90 days of trial.

MR. [REDACTED] Yes.

MR. REYNOLDS: All right, then, we will rewrite it that way. Is that satisfactory to everyone?

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MR. [REDACTED] You want to limit the training?

MR. REYNOLDS: We have to go on what the Director of Training says there.

MR. BAIRD: Well, the Reassignment Board, on which there is a member from Training, determines what the training program can profitably be. If the DD/P, for instance, says there is no suitable assignment within the DD/P, there's no point in giving him DD/P training, and there is very little DD/I or DD/A training for a GS-13 or GS-14, that you can give him. You are not, I hope, going to teach him Chinese for two years.

MR. WHITE: Well, if necessary then that definitely should be left in there so that Training is not forced to train the guy.

MR. KIRKPATRICK: I would almost think that language training should be excluded completely from this thing.

25X1A9a

MR. [REDACTED] There was a case from the last Board where a fellow who was going to OCD was forced to go to training, and he was tested and had an aptitude, and he had had a little Hungarian and they needed Hungarian badly so it was decided to teach him. But that would be more than 90 days.

MR. REYNOLDS: Well, is that satisfactory now, for us to rewrite it and we will submit the revised regulation to each one of you.

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[REDACTED] That doesn't cover who will keep him on their T/O.

MR. REYNOLDS: We will keep him on the T/O of the originating office until he is reassigned, where he is carried as an extra on that ceiling by permission of the DD/A. Then after he has had the 90 days there he is either good or bad, and if he's bad we remove him and if he's good he stays there because he has proved himself good.

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[REDACTED] Are we sure we can remove him if he is bad? I mean, if he doesn't pan out?

MR. REYNOLDS: You then have your substantiating reports of your supervisors saying that he did not produce.

MR. WHITE: Well, this is then put up to the Deputy Director for his decision as to whether we terminate him, and then you have the whole question--

MR. BAIRD: Plus the fact that he may be good but there may be no T/O vacancy in the office in which he's given a trial.

MR. WHITE: He shouldn't have been given a trial in the first place then, if they don't have any possibility of ever absorbing the man. Every

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office has a turn-over in all grades. I don't think you are going to have more than a dozen a year.

MR. BAIRD: We certainly won't if it's going to be difficult and cumbersome and of no value to the offices. They will say, "Look, let's stay away from this reassignment thing."

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[REDACTED] You also have a provision in there for your reduction-in-force. I think that should not be resorted to until we are required to have a reduction-in-force, because if you declare a man surplus and you can't find a placement for him--

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MR. REYNOLDS: The only way we can get rid of [REDACTED] is on a reduction-in-force basis, and that is the way he is going to be removed, and he has had the 90-day trial period.

MR. KIRKPATRICK: Twice - two different jobs.

MR. REYNOLDS: And we have ruled in Classification & Wage that he was not in the same competitive level with this other man, and that an RIF was in order.

MR. WHITE: Insofar as ceiling is concerned - I mean the temporary authorization to exceed the ceiling, if necessary, in order to take care of this fellow - I am perfectly willing to make that applicable on both sides of the fence, whether the originating office or the office to which sent, as long as it's a temporary thing, and take care of each case as it comes along.

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MR. REYNOLDS: Well, in order that we can implement this thing will the Board approve that the Chief of the Planning & Analysis Staff of the Office of Personnel rewrite this Regulation, including the recommendations made in these minutes, and it will be submitted to you for final approval. It is so ordered.

Item 4, which I will read:

23 September 1954

MEMORANDUM FOR: CIA Career Council
FROM : Assistant Director for Personnel
SUBJECT : Office Career Service Board Reports

1. A memorandum dated 23 October 1952 from the CIA Career Service Board directed Office Career Service Boards to submit a monthly report of their activities to the CIA Career Service Board through the Executive Secretary. 25X1A

2. CIA Regulation [REDACTED] (Organization and Functions, Office of Personnel, dated 30 July 1954) has now given responsibility for administering and monitoring the Agency Career Service Program to the Assistant Director for Personnel. He is charged with "periodically advising the Director as to the effectiveness and accomplishments of the program".

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3. It is recommended that future reports of Office Career Service Boards be directed to the Assistant Director for Personnel who will submit periodic reports to the Director, after discussing and reviewing such reports with the Career Council.

/s/ HARRISON G. REYNOLDS

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MR. [REDACTED] It sounds okay to me.

MR. WHITE: I move it be--

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MR. KIRKPATRICK: One suggestion. Do you have to have "monthly" reports from the Career Service Boards?

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MR. [REDACTED] Could I speak about that for a couple of minutes?

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[REDACTED] Board, which I was going to say "does such a magnificent job", but we've said that many times--

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[REDACTED] I wish you wouldn't. It embarrasses me.

MR. [REDACTED] Board meets about 8 times a month and does not keep minutes, as such, but it produces--

MR. KIRKPATRICK: I would recommend that none of them keep minutes, because that Board gets work done, and if not keeping minutes is the answer, maybe that is what we should recommend.

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MR. [REDACTED] There are some other Boards that keep 2-line minutes and never do anything else; and there are some Boards which, frankly, just aren't functioning.

MR. KIRKPATRICK: What I am trying to get at, basically, isn't there any way we can cut down the paper work involved here? It seems to me if the AD/Personnel, as the chief monitor of the Career Service activity, could work out a formula whereby the Career Boards could report to him periodically as to their accomplishments, quarterly, semi-annually or annually--

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MR. [REDACTED] He suggested a week ago that he send observers to the meetings and was told to wait until he was invited.

MR. WHITE: He has been invited to all of mine.

MR. REYNOLDS: I've been invited to all of them. I think I can make a quarterly or semi-annual report to the Director.

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MR. [REDACTED] I think a quarterly one would be much better.

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[REDACTED] I was going to ask if these reports were of any value. Actually, my reports are nothing more than statistics, the number of rotation cases, the number permitted to be shopped someplace outside, and once in awhile a narrative paragraph on some new procedure we tried.

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MR. [REDACTED] The reports vary all the way from useless or completely statistical to extremely valuable, raising various kinds of problems, suggestions, techniques, and so on.

MR. KIRKPATRICK: Then why couldn't this memorandum be so phrased as to leave it up to the AD/Personnel - leave it up to him to ask for the kind of reports he wants, and ask accordingly?

MR. REYNOLDS: Will you permit this change, then, in paragraph 1: To submit a periodic report of their activities to the CIA Career Council through the Executive Secretary.

MR. KIRKPATRICK: No, because that memorandum still says what it says.

You can't change that memorandum but you might add another sentence.

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MR. [REDACTED] Paragraph 3 is the one to modify. We don't say "monthly reports", we say, "It is recommended that future reports . . ."

MR. KIRKPATRICK: ". . . upon request."

MR. BAIRD: Don't you want to use your title of Chairman of the CIA Career Council rather than AD/P there?

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MR. [REDACTED] That is controlled by Regulation 170.

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MR. [REDACTED] Harry, you know what we want - work it out.

MR. REYNOLDS: Okay, we will work it out, and when we request reports - for example, General Cabell passed that slip to the Director on Monday and the Director said, "Have you anything to say on Career Service?" I said, "No, it's premature, but I will at the next meeting." So I was requested to make a report, by the Director, and I will so make one on 1 November. Okay.

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+ Item No. 5. This is the implementation of the paper which Clandestine Services brought out, and I will read the proposal. [Reading] [REDACTED]

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25X1A9a [REDACTED] has been approved by Mr. [REDACTED] before referral to AD/P. AD/P Position:
Recommend that AD/P endorse in principle, adoption of similar plans by other components."

Now the only other suggestion that I have to submit to the Council, which I think is an important one, and I have talked to the Chief, DD/P-Admin at some length on this subject prior to submission of the DD/A's proposal for a clerical board, that an Agency-wide clerical board be set up to handle all clerical people under one board.

MR. KIRKPATRICK: I think that is the next step, but I don't think you have digested it.

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[REDACTED] That is the only change in this. But as it stands now, with that one exception, this program of the Clandestine Services is entirely satisfactory from the viewpoint of the Office of Personnel.

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MR. [REDACTED] With that exception.

MR. KIRKPATRICK: With that exception, which can be considered later and easily changed if approved by the Council.

MR. WHITE: But the last thing you said there is not a part of the question before the house, is it?

MR. REYNOLDS: No, it is not. That is simply a reservation.

MR. WHITE: The last thing you said was something about a recommendation that similar procedures be adopted throughout the Agency. That is not before the house?

MR. REYNOLDS: No, that is not before the house. We said we indorsed, in principle, similar organizations because we think this is a very good way to set the thing up. I think Commo has it already, and Training has it already. Whether or not the DD/I and DD/A would approve of a similar set-up, that is entirely up to them to consider themselves.

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MR. [REDACTED] There is really a very fundamental change in what you might call our "theoretical thinking" in the mechanism here, which is the "Specialist Index." As I understand this, Dick, everybody in the DD/P will get the "D" Career Designation, and some people will never get anything more than that. Is that correct? Therefore, whereas heretofore everybody in the Agency had to have a Career Designation of one sort or another, whether he was competent, whether qualified or not, the "Specialist Index" is a kind of graduate degree which will be awarded, let's say, by the competent staff in the DD/P

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area. In other words, the "F" Specialist Index will be given by the FI Staff when they agree that certain persons who bear the "D" designation can bear that Specialist Index, and a person may eventually get three or four Specialist Indices. Now that is a concept that is different from the way it works anywhere else in the Agency. In other words, to apply the same principle to the DD/A, everybody in the DD/A would have an "A" designation, and then they would get "F" for Finance or "G" for General Counsel, or whatnot, as he earned those, but he wouldn't get those until qualified by those particular Boards. That would be the parallel in the DD/A. Now in the DD/I we have still a different system where those concerned with Intelligence Production were amalgamated into one - "IP", which covers ORR, OCI, OSI and ONE now. So we will now have three different systems for expressing Career Designations.

MR. KIRKPATRICK: I think they are all consistent and compatible systems. I think the DD/I system is an evolutionary advance from what we have had before, and I think the DD/P is a better system still. I see no reason for not having three different systems and let them all work toward one system. I think this is a damn good Regulation.

MR. BAIRD: So do I.

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MR. [REDACTED] I agree, but the problem of changing Career Service Designations on machine record cards is really a terrific problem, and when a system for Career Service Designations is changed, then that really throws a terrific load on the Machine Records Division in the Office of Personnel and everywhere else, to change these things, because once a system is changed then the Career Board wants to use that system and wants to have the tools to use it, on machine record rosters and so on.

MR. KIRKPATRICK: I agree with you that we shouldn't change capriciously, but I think the cost of changing them we can charge to experience and gradually working out a program here.

MR. BAIRD: It's somewhat similar to the MOS system. I am hoping, for instance with the DD/P, that when a man has rotated into the Office of Training from the DD/P, that he can go back and if he has been a first-class instructor you want to know that he has that MOS and can carry that secondary MOS.

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MR. [REDACTED] You might have a "T" Specialist Index that a DD/P man could carry.

MR. BAIRD: And vice versa.

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25X1A9a MR. [REDACTED]: Then your system will eventually have to be made compatible with this.

MR. BAIRD: I don't see any reason why it can't.

MR. REYNOLDS: Are you ready for the question on this Regulation - with the only stipulation, which I would like to make, that if this Council decides that an Agency-wide Clerical Career Service Board is a wise thing, that that change be made in this Regulation. Then put it through as is so that Clandestine Services can get going on it. Are you ready for the question?

25X1A9a Those in favor please say "aye". Contrary minded? Motion carried.

[REDACTED] Before you go on to the next one I would like to say something about this MOS system. We have tried to establish a Signal Center Reserve like PB Success and put it up to all the personnel officers in DD/P. There are quite a number of people in DD/P who have been trained and have served - most of them girls overseas at one-man stations, and if you had this MOS system then we could find out who had those and could be used in the Reserve. The idea of the Reserve was that they could work on weekends and nights. I think this idea of extending the MOS, with a primary, secondary and maybe a 3rd MOS, would be very useful.

MR. REYNOLDS: I would like to add to that, Sir, by saying that when we set up our Reserve system which our Manpower Mobilization organization is now working on in my Office, that that would be very valuable on a machine run if we ever have to call in classifications or have some such implementation required by that, to have an MOS. Say that you want a lot of Commo technicians; well, we can run those through and pick out the names. So I would be in favor of an MOS on this thing, from that viewpoint.

25X1A9a [REDACTED] I think that could be worked out.

MR. REYNOLDS: I do, too. It's going to be another six months before we will have a concrete set of proposals, and then I think we can work very fast, once we have the groundwork done on this Reserve proposition.

Before we take up Item 6, which I don't think we're ready for because I think we want to do a little more studying - which is the Clerical Career Service proposed by the DD/A, I would like to get a ruling from the Council on a question which is becoming daily more urgent, and which was asked me at the Agency Orientation Course yesterday, and has come back a dozen times, which is the question of whether or not married women whose husbands work outside the Agency can in good faith sign the application. I stated yesterday at the

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Agency Orientation Course that they could. I am sure you, Dick, have some definite feelings about it, but it has to be settled by this Council, which is the top body, and we have to have a policy on it.

MR. WHITE: May I speak to that a minute? I certainly need that kind of guidance for my own people but I don't think it is as simple as just married women. You are going to get--

MR. KIRKPATRICK: You said married women were simple? [Laughter]

MR. WHITE: You are going to get into all sorts of related questions about married males or unmarried males who have personal situations, an invalid wife or some other personal situation that places the same limitation upon them as to their flexibility, as the married woman. In discussing it I think what we should realize is that it isn't just confined to the good secretary who has a husband and she can't leave him, but there will be other employees who have reasons as valid--

MR. KIRKPATRICK: I thought we had coped with this problem, to a large degree, by the phrase that personal considerations will be given due regard by the Agency. By that I assume that people can sign up in good faith if they have invalid mothers or are married to husbands who are in the military services and may be transferred out, but should that transfer never come, why they would be willing to go along with the Agency on a career basis.

MR. REYNOLDS: That is what I said yesterday three times at the Orientation, once when the question was asked and twice during my talk, but it still hasn't permeated, it still isn't clear. And I think we have to make a definite ruling and say "this means this" to these people - "We have made this statement and it means this."

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MR. [REDACTED] The most significant comment that was made at the Career Service Conference, I thought, was the comment the Director made toward the end of his own remarks, when he said, "This is something that we want to have as wide application in the Agency as possible. I don't want anybody to be fearful about it. The desire is to administer the program as humanely and as sensibly as possible, and let's make it a success." Well, it seems to me that, plus all these other factors, simply means any person in good standing, regardless of personal complications, is entitled to sign up, and if they strike out for one reason or another, some anticipated and maybe others not anticipated, I don't think that is fatal in any sense. And if we start trimming on this thing we are going to end up with that "elite corps" principle that we fought all the

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way through, and end up nowhere.

MR. REYNOLDS: I am in complete agreement.

MR. BAIRD: Does anybody know of any statement that says what is the established mores of one's duty to one's family? Has Lincoln ever made such a statement, or is there any in Government? Because if you can just get such a statement - with due consideration to the American principle of one's duty to one's family, and that is all you have to say after this little statement of exceptions. But what is that? Is there an established understanding of one's duty to one's family?

MR. KIRKPATRICK: I think we have gone as far as we can go in any published statement. If you start trying to expand or spell it out, and try to make it clearer, you are going to get just as many variations and interpretations of that, and all this is going to take is oral reiteration, to say, "Sign up, and if your husband gets transferred next week we are not going to say it has been bad faith on your part."

MR. BAIRD: I agree with you, Kirk, but I have also sat on a Board -- as I said in the Selection Board meeting, [REDACTED] and I see eye to eye on most everything but we are completely opposed on this question, and our Board which is passing upon these selections--and I don't know how many others sitting around this table have the same problem--but, by gosh, they are split down the middle. 25X1A9a

25X1A9a MR. [REDACTED] It's sort of an emotional problem and everybody holds strong views.

25X1A9a MR. [REDACTED] What is the contrary view?

MR. [REDACTED]: That they are not really entitled to apply because they can't do it in good faith.

25X1A9a MR. REYNOLDS: The contrary view comes out from DD/P - from your Chief of Admin, who says that anybody like that who signs, signs with their tongue in their cheek. I told [REDACTED] this afternoon - I said, "That is not true. It says in there 'if family circumstances will permit' and 'humanely exercise'." And there are some people in the DD/P who feel exactly the opposite way, as 25X1A9a Matt says [REDACTED] feels, from his viewpoint. I don't know quite how to solve it except by a command decision of this Council.

MR. KIRKPATRICK: I don't see any other way to solve it except by an Agency-wide notice saying that this matter has been called to the attention of the Career Council, that some people feel those who have personal reasons that

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might preclude their signing up in good faith, that there are some supervisors who feel they should not sign up, and that this Council does not agree with that.

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MR. [REDACTED]: The intent is to make a career with CIA, that's the motivation, and if we don't issue such a paper as Kirk suggests then we are going to be confronted with this moral issue, which is sort of a nit-picking of words, and that we have got to get over.

MR. KIRKPATRICK: In the first place, I think it's a pretty brave man who starts to interpret somebody's morals for him, and anybody that can accuse somebody of bad faith - I think that is nonsense. The same fellow accusing that guy may very well want to accept a good business opportunity himself next week.

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[REDACTED]: Those are not the people I worry about. I worry about the people who can go anytime but who just like it better here in Washington.

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MR. [REDACTED]: If such a person refused an assignment two or three times, the Selection Board can throw him out of the Career Service, because then he has shown his bad faith. That is a horse of a different color.

MR. KIRKPATRICK: People like that this Agency can't count on in a crisis, and those are the people we don't want, and the sooner they get out the better.

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MR. [REDACTED]: If the people reviewing these cases in the Agency are not high caliber enough to understand the difference between real personal concerns and the faulty ones, the Agency is out of business.

MR. REYNOLDS: I will give you a specific example. Rud has made at least a dozen talks before various components of the Agency and the report that has come back to me is that he has ably presented the Career Service program. He talked the other day to NEA and NEA got the impression, because of wishful thinking on their part, that that would be signing the application with tongue in cheek. I got an immediate call on it. I said, "That is not true." And I said, [REDACTED] would be the last man in the world to create such a feeling about it. Therefore, you have misconstrued what he said." They said, "No, we have not." Then I followed up further with Ted, but Ted just has that feeling now - he's in the same class with [REDACTED] and other people.

MR. [REDACTED]: It's up to us to relieve him of that feeling.

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MR. KIRKPATRICK: I got the same call back and I told the man to go

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to hell in a raft. I think it's somebody just trying to make trouble.

MR. REYNOLDS: Well, I'm afraid so.

MR. KIRKPATRICK: I got exactly the same quotation, and the way it was quoted to me - "Well, don't let any moral restraint worry you."

MR. BAIRD: May I give you one specific example? Because I don't think it's covered by what is said. A woman who has been in the Agency for 7 years - back with the old DD/I - her husband is in the Army but a Reservist, and he is expected to go to [REDACTED]. He hasn't gone but he thinks he's going.

In expectation of his going this girl has tried to get a job with [REDACTED]. They can't give her a job. They say, "We may be able to give you a job when you get over there, but we can't give you a job now." But she has shown her intent to want a job. And she has applied for the Career Service. I say she ought to be in the Career Service, even though she is resigning from CIA without the job in [REDACTED] being set. But in my opinion she has every right to be a member of the Career Staff.

MR. KIRKPATRICK: And may very well come back to the Agency or be reassigned to Washington.

MR. [REDACTED] We are trying to get a principle air-borne here. I mean, in three or four years these things will disappear one by one, but the thing now is to get it launched.

MR. KIRKPATRICK: I think the way to handle this, Harry - let's put out a notice. And, Dick, why don't you straighten Mr. [REDACTED] out a bit, because it seems to me he's singing the same old tune now - he's carried it to the AD/P and the IG with the same story, so it seems there is something more sinister here, and it's confusing an issue that shouldn't be confused.

MR. REYNOLDS: Will the Council, then, approve getting together a notice substantially incorporating the remarks of the Inspector General and Mr. [REDACTED] to be submitted at the next meeting, a week from today?

MR. [REDACTED] May I suggest, Harry, we can hand-carry that around tomorrow. It's not a difficult thing to write.

MR. [REDACTED] Very good.

MR. REYNOLDS: And you can give it priority, because it is important. This is growing like a mushroom right under our very noses.

MR. KIRKPATRICK: I speak before the Orientation tomorrow, and this thing makes me sore - so I think I'll just speak my mind there.

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MR. REYNOLDS: I wish you would. I tried to make it just as clear as I could in my talk, and then again when the question came up. Of course, a lot of those people are thinking about their question all during the presentation anyhow. I think there are literally hundreds of applications being held up because of this undercurrent of talk - "Oh, you can't sign that thing."

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MR. [REDACTED] One of the senior women - more experienced women - in Personnel came to me. She had met another woman, who was not identified to me and we can't find out who it is - I don't know the circumstances - but she met this lady in the women's retiring room and she was in tears. She said, "What's the matter?" And she said, "I have been told I can't apply for the Career Service. I have been here for five years but not in any one office long enough to apply for the Career Service." I was so darned mad, but I couldn't get my hands on it. Now that is the sort of thing that is going on. It's the most frustrating thing I have ever seen.

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MR. [REDACTED] Well, this will help. If you get the word across tomorrow, Kirk, that will be 500 people that will get it straight.

MR. REYNOLDS: The same 500 heard my statement, and it will help if you can make it too. We will get the notice out as rapidly as we can. [REDACTED]

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[REDACTED] my Office is in the same position, and [REDACTED] and if there ever was a career woman it's [REDACTED].

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MR. [REDACTED] The DD/I has had none of this. We haven't been getting this at all.

MR. REYNOLDS: I used your notice in my talk yesterday. I thought it was so good that I just put it in to make it cover the Agency as a whole.

25X1A9a MR. [REDACTED] Maybe you could use that notice for Agency-wide distribution.

MR. REYNOLDS: If there is no further business, this meeting stands adjourned. We will meet a week from today, same time, same place.

. . . The Meeting adjourned at 5:10 p.m. . . .

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